Washington

Department of Social & Health Services
Human Resource Management Report

Robin Arnold-Williams
Secretary

April 19, 2006

HR
WSD Personnel

Washington State
Department of Social & Health Services

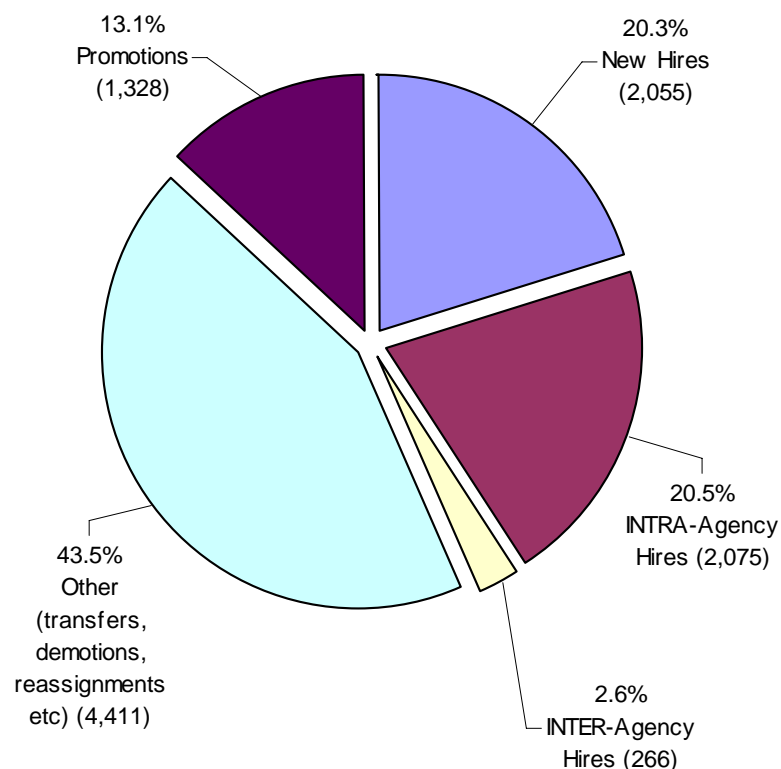# Hire Workforce | Right People in the Right Job at the Right Time

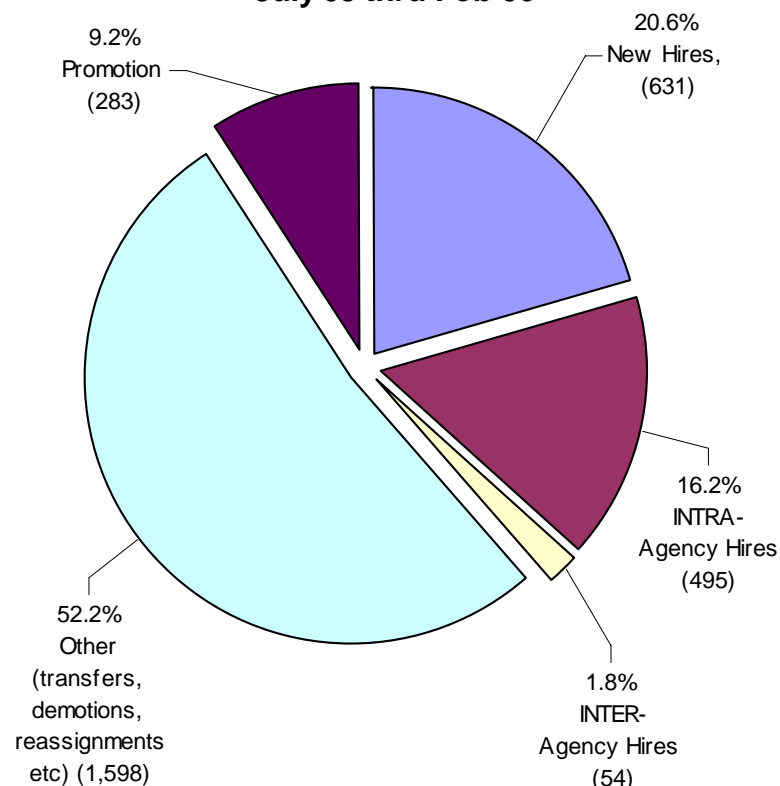## Performance Measure: New hires and promotional appointments

DSHS Hiring Balance 2003-05 Biennium

13.1% Promotions (1,328)

20.3% New Hires (2,055)

20.5% INTRA-Agency Hires (2,075)

2.6% INTER-Agency Hires (266)

43.5% Other (transfers, demotions, reassignments etc) (4,411)

Total Hires/Promotions

10,135

DSHS Hiring Balance July 05 thru Feb 06

9.2% Promotion (283)

20.6% New Hires, (631)

16.2% INTRA-Agency Hires (495)

1.8% INTER-Agency Hires (54)

52.2% Other (transfers, demotions, reassignments etc) (1,598)

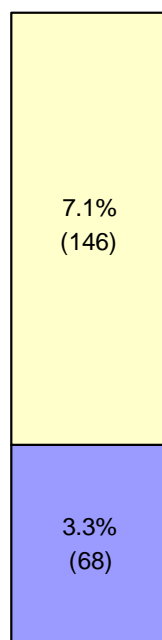Total Hires/Promotions

3,061

Source: DOP Data Warehouse

2

Hire Workforce | **Right People in the Right Job at the Right Time**

Performance Measure: Retention/dismissal rate during appointment period
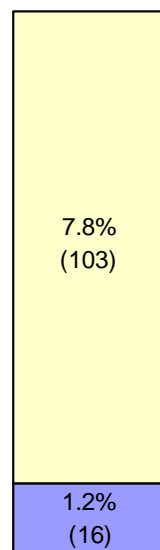
**Separation during
Review Period Biennium 2003-2005**

□ Voluntary
□ Released

**Separation during
Review Period July 05 thru Feb 06**

□ Voluntary
□ Released

7.1%
(146)

3.3%
(68)

7.8%
(103)

1.2%
(16)

7.1%
(45)

4.4%
(28)

16.6%
(47)

2.5%
(7)

New Hire Separation
During Probationary
Period (Based on 2,055
New Hires)

Promotional
Separations During
Trial Service (Based on
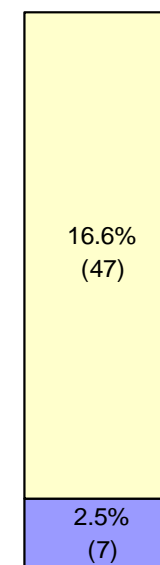1,328 Trial Service
Appointments)
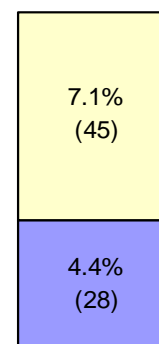
New Hire Separation
During Probationary
Period (Based on 631
New Hires)

Promotional
Separations During
Trial Service (Based on
283 Trial Service
Appointments)

Biennium 2003-2005

July 2005 – February 2006

Source: DOP Data Warehouse

Deploy Workforce |

Employee time and talent is used effectively. Employees motivated.

Performance Measure: Overtime usage

Average Overtime Hours per Employee (quarterly, per capita)

Average Percent Employees Receiving Overtime

DSHS Overtime Costs (Millions)

Source: DOP Data Warehouse

Deploy Workforce | Employee time and talent is used effectively. Employees motivated.
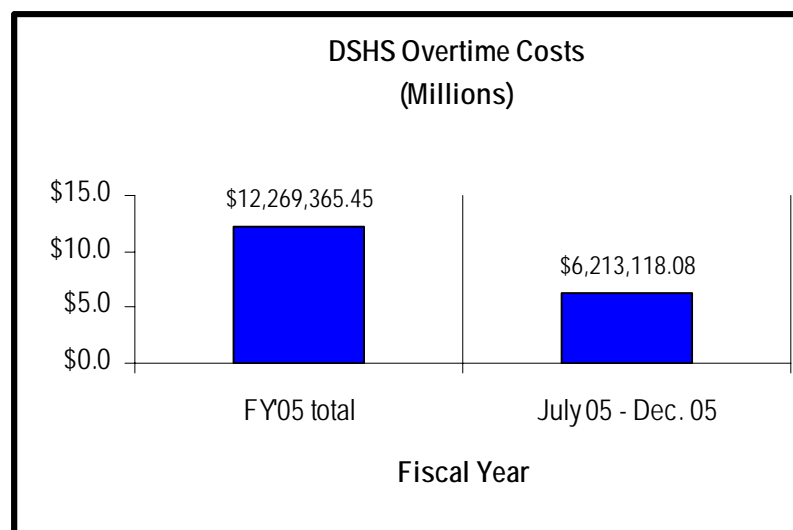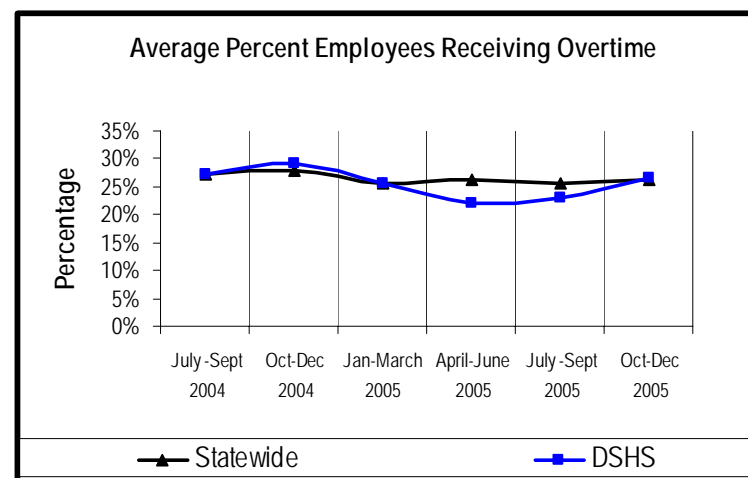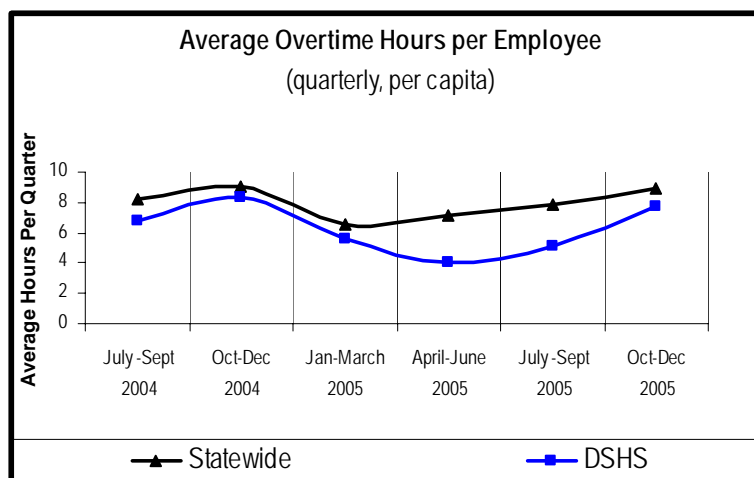
Performance Measure: Overtime usage by Administrations

Average Overtime Hours per Employee (quarterly, per capita)

Average Percent Employees Receiving Overtime

DSHS Overtime Costs by Administrations (Millions)
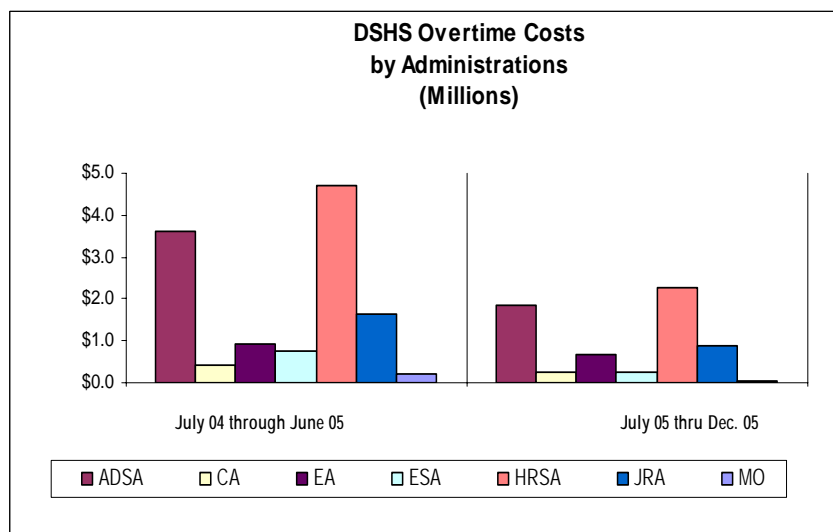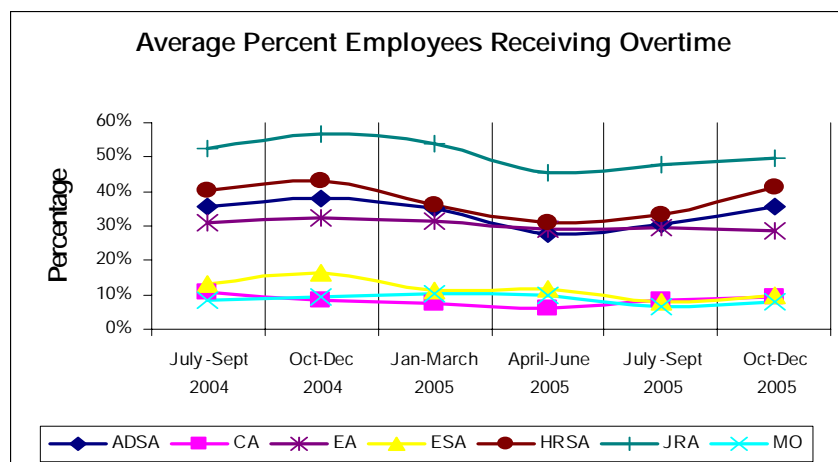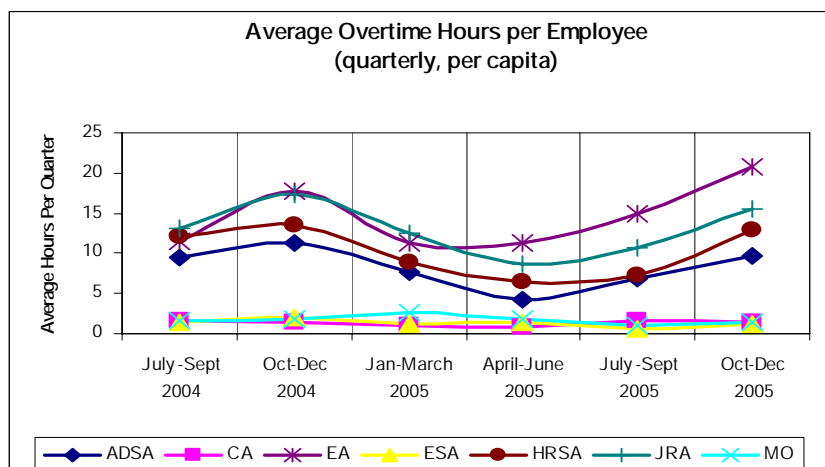
Acronyms

ADSA: Aging and Disability Services Administration

CA: Children's Administration

EA: External Affairs (Communications, Indian Policy, Legislative Relations, Diversity, Special Commitment Center, Division of Vocation Rehabilitation, Office of Deaf and Hard of Hearing)

ESA: Economic Services Administration

HRSA: Health and Recovery Services Administration

JRA: Juvenile Rehabilitation Administration

MO: Management Operations (Finance, IT, HR, Research, Facilities, Fraud Investigations, Administrative Services)

Source: DOP Data Warehouse

5

Deploy Workforce | Employee time and talent is used effectively. Employees motivated.

Performance Measure: Sick leave usage

Average Sick Leave Hours per Employee
(quarterly, per capita)

Average Sick Leave Hours per Employee
(quarterly, per capita)

Source: DOP Data Warehouse

6
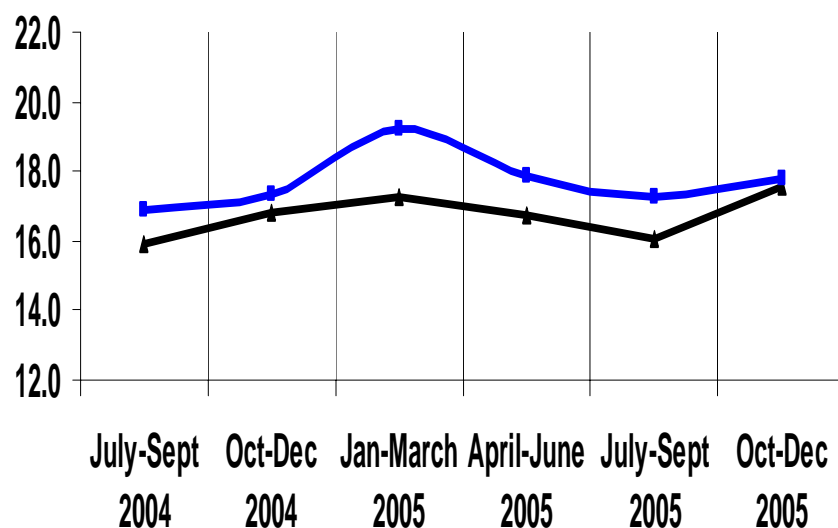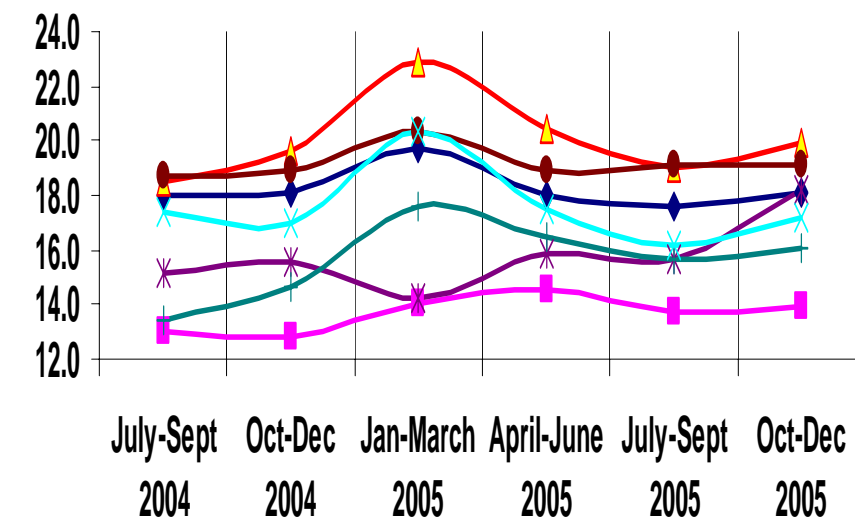
Performance Measure: Non-disciplinary grievances and types of grievances.
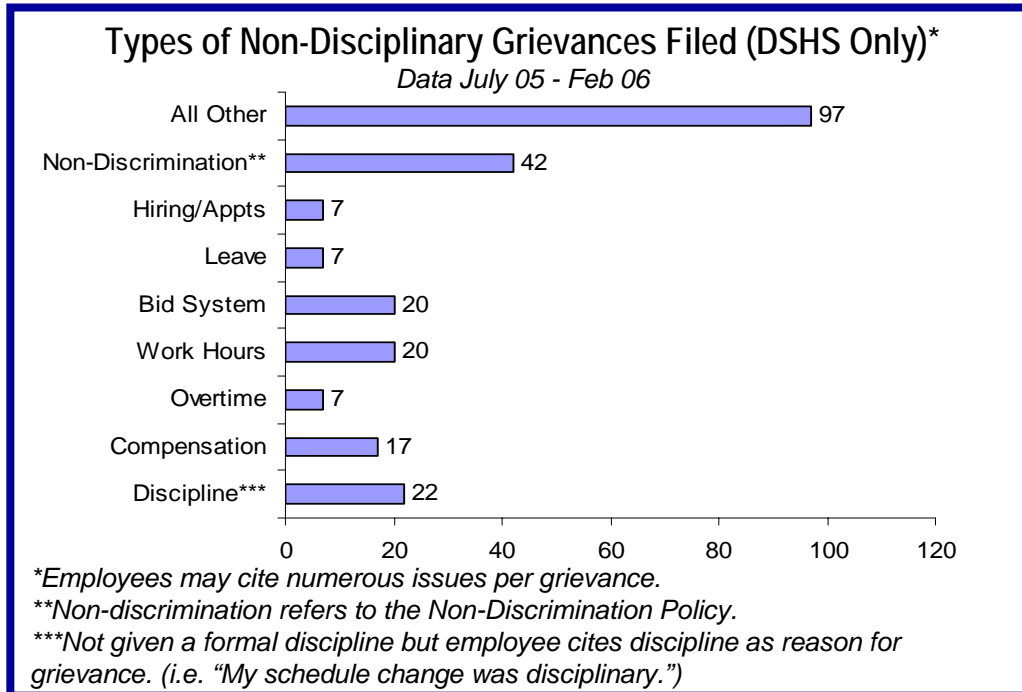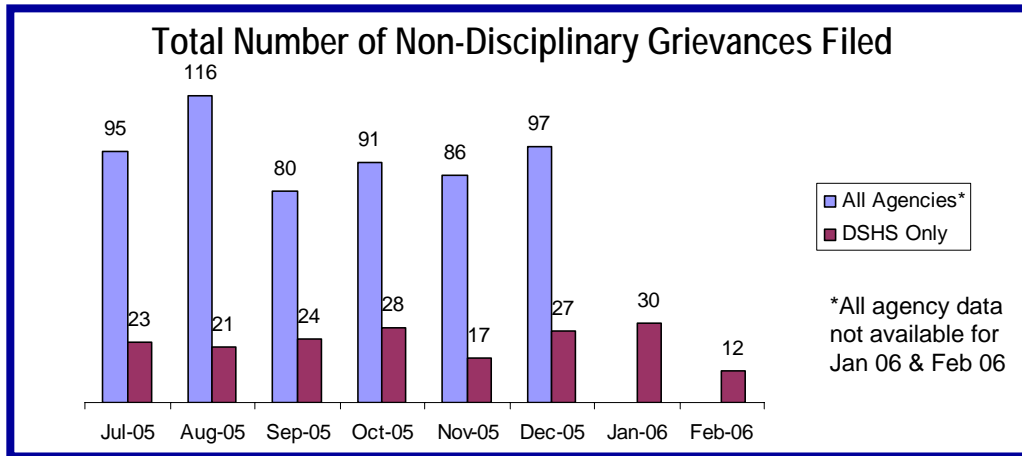
Total Number of Non-Disciplinary Grievances Filed

Legend:
- All Agencies*
- DSHS Only

*All agency data not available for Jan 06 & Feb 06

Types of Non-Disciplinary Grievances Filed (DSHS Only)*

Data July 05 - Feb 06

- All Other: 97
- Non-Discrimination**: 42
- Hiring/Appts: 7
- Leave: 7
- Bid System: 20
- Work Hours: 20
- Overtime: 7
- Compensation: 17
- Discipline***: 22

Employees may cite numerous issues per grievance.
**Non-discrimination refers to the Non-Discrimination Policy.*
***Not given a formal discipline but employee cites discipline as reason for grievance. (i.e. "My schedule change was disciplinary.")*

Notes:

- Grievance filing information is reported monthly by the agency to the State Labor Relations Office (LRO). LRO then maintains statewide data.

- LRO tracks which grievances move on to pre-arbitration reviews and arbitrations. They also track outcomes and trends statewide and by agency. This information will be included in future GMAP reports.

Source: State Labor Relations Office

Reinforce Performance |

Disciplinary Action: Is poor performance dealt with?

Number of Disciplinary Issues Filed by Administration

Admin	Total FTEs	# of Disciplinary Issues
HRSA	4,082	20
ESA	4,408	14
ADSA	4,707	17
JRA	1,232	7
CA	2,599	9
EA	807	2
MO	1,003	4

Legend: HRSA, ESA, ADSA, JRA, CA, EA, MO

Notes:

- Grievance filing information is reported monthly by the agency to the State Labor Relations Office (LRO). LRO then maintains statewide data.

- LRO tracks which grievances move on to pre-arbitration reviews and arbitrations. They also track outcomes and trends statewide and by agency. This information will be included in future GMAP reports.
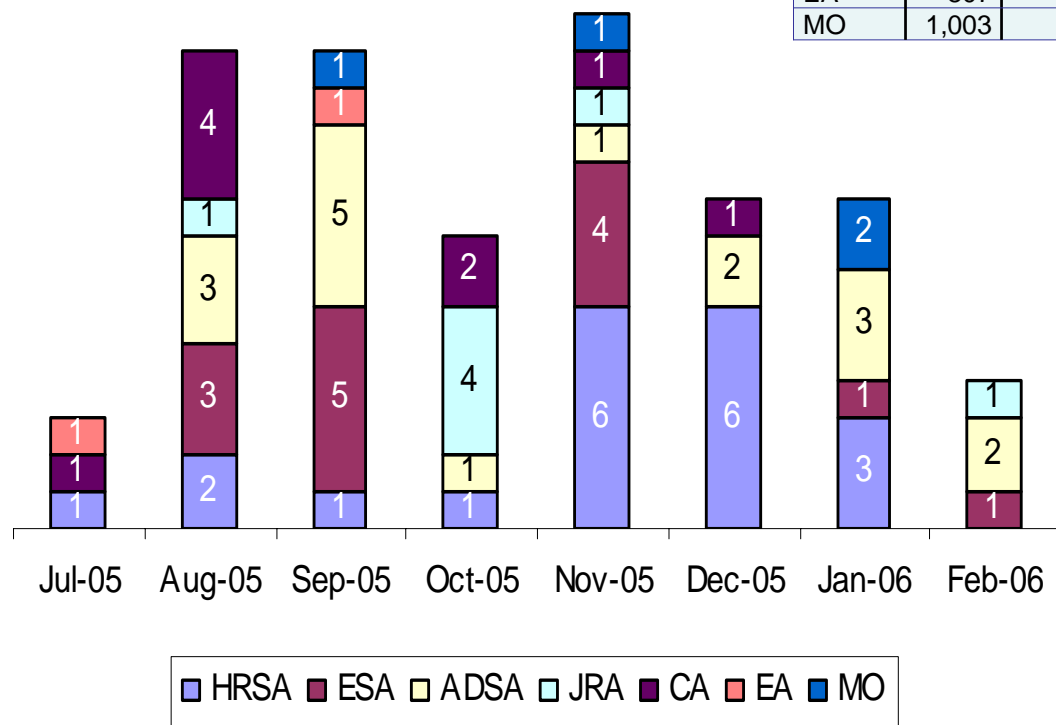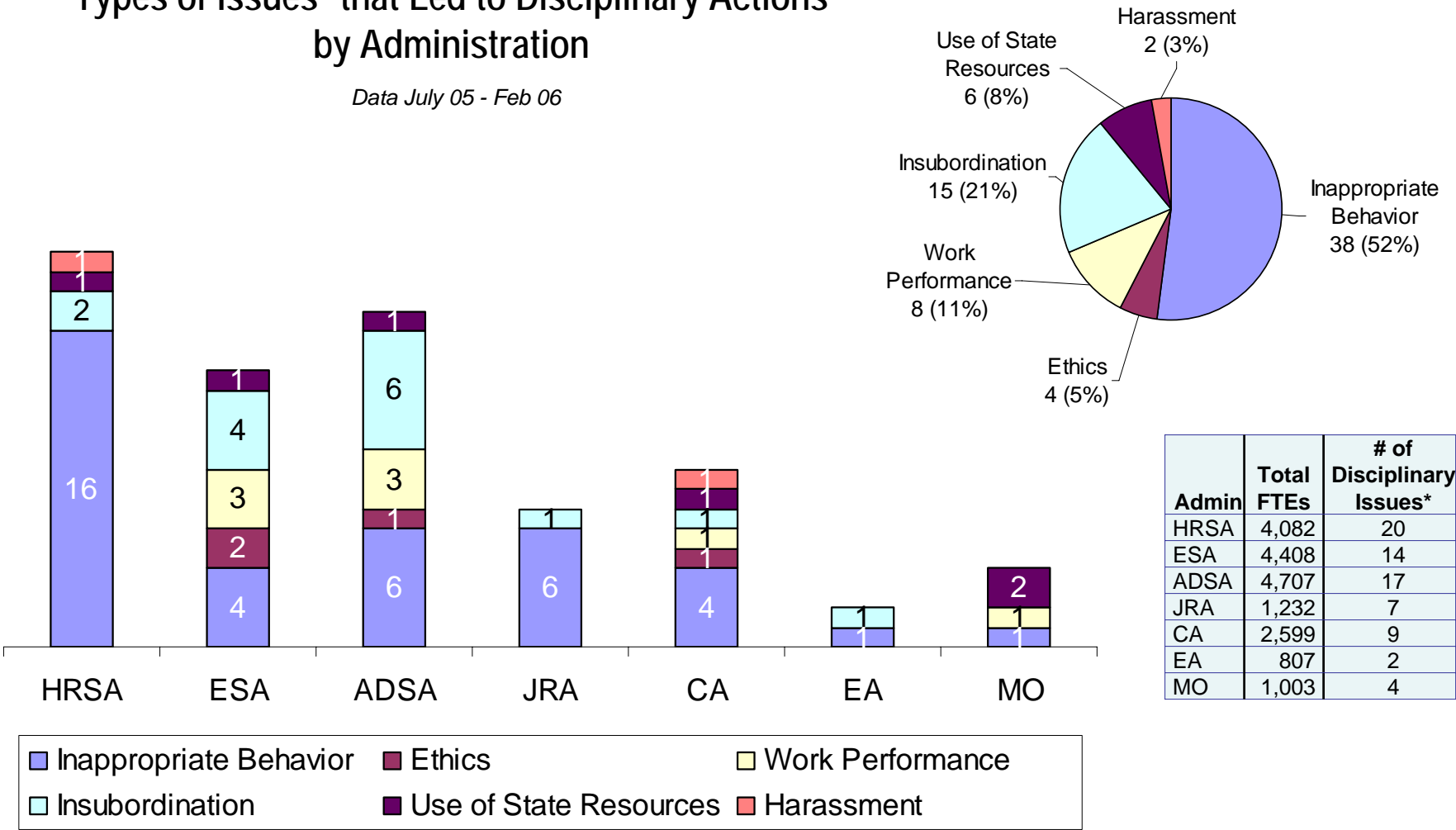
8

Reinforce Performance |

Disciplinary Action: Is poor performance dealt with?

Types of Issues* that Led to Disciplinary Actions by Administration

Data July 05 - Feb 06

Pie chart:
- Harassment 2 (3%)
- Use of State Resources 6 (8%)
- Insubordination 15 (21%)
- Work Performance 8 (11%)
- Ethics 4 (5%)
- Inappropriate Behavior 38 (52%)

Bar chart values by Administration (HRSA, ESA, ADSA, JRA, CA, EA, MO)

Legend:
- Inappropriate Behavior
- Ethics
- Work Performance
- Insubordination
- Use of State Resources
- Harassment

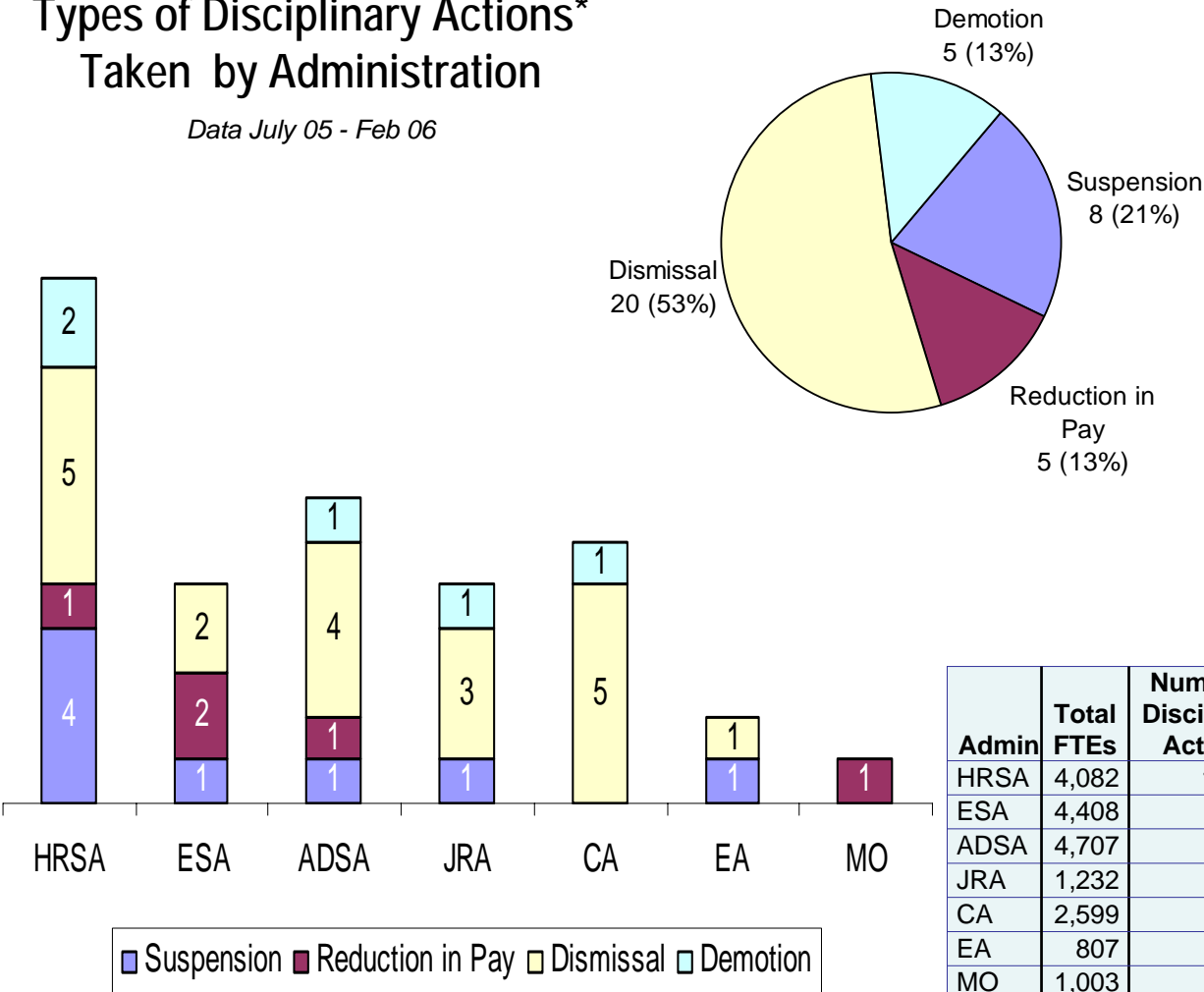| Admin	Total FTEs	# of Disciplinary Issues*
HRSA	4,082	20
ESA	4,408	14
ADSA	4,707	17
JRA	1,232	7
CA	2,599	9
EA	807	2
MO	1,003	4

The type of issue as cited in the disciplinary letter.

Disciplinary Action: Is poor performance dealt with?

Types of Disciplinary Actions*
Taken by Administration

Data July 05 - Feb 06

Pie chart:
- Demotion 5 (13%)
- Suspension 8 (21%)
- Reduction in Pay 5 (13%)
- Dismissal 20 (53%)

Bar chart legend: ■ Suspension ■ Reduction in Pay □ Dismissal □ Demotion

HRSA: Suspension 4, Reduction in Pay 1, Dismissal 5, Demotion 2
ESA: Suspension 1, Reduction in Pay 2, Dismissal 2
ADSA: Suspension 1, Reduction in Pay 1, Dismissal 4, Demotion 1
JRA: Suspension 1, Dismissal 3, Demotion 1
CA: Dismissal 5, Demotion 1
EA: Suspension 1, Dismissal 1
MO: Reduction in Pay 1

*Multiple issues may be addressed in one disciplinary action.

Admin	Total FTEs	Number of Disciplinary Actions*
HRSA	4,082	12
ESA	4,408	5
ADSA	4,707	7
JRA	1,232	5
CA	2,599	6
EA	807	2
MO	1,003	1

Issues Leading to Disciplinary Action and Disciplinary Grievances

Placeholder. DOP is presently working with LRO and AGO to track types of issues that lead to disciplinary action and related grievances.

10
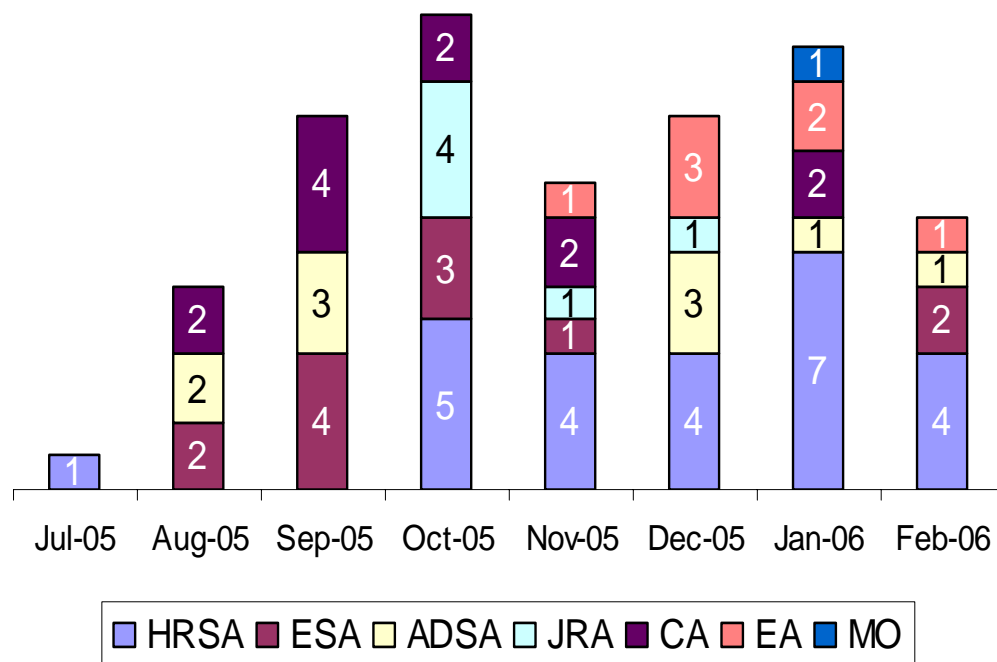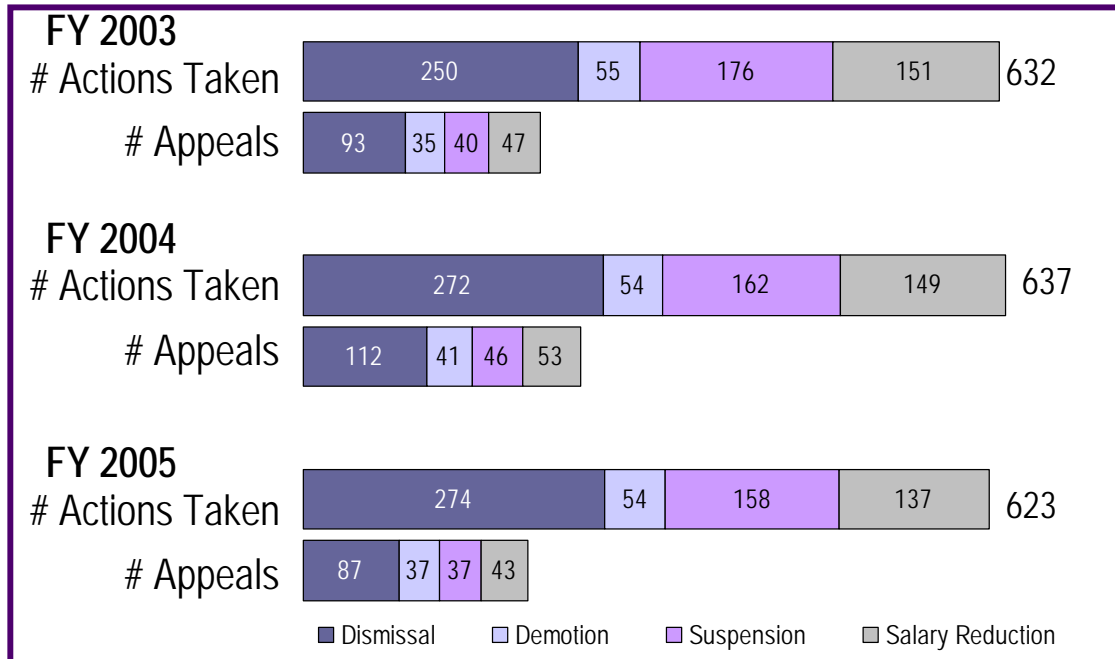
Reinforce Performance |

Disciplinary Action: Is poor performance dealt with?

Number of Disciplinary Grievances Filed by Administration

Admin	Total FTEs	# of Disciplinary Grievances
HRSA	4,082	25
ESA	4,408	12
ADSA	4,707	10
JRA	1,232	6
CA	2,599	12
EA	807	7
MO	1,003	1

Issues Leading to Disciplinary Action and Disciplinary Grievances

Placeholder. DOP is presently working with LRO and AGO to track types of issues that lead to disciplinary action and related grievances.

Legend: HRSA, ESA, ADSA, JRA, CA, EA, MO

11

Reinforce Performance | Successful performance is differentiated & strengthened. Employees are held accountable.

Performance Measure: Number and type of disciplinary issues, actions, and grievance disposition
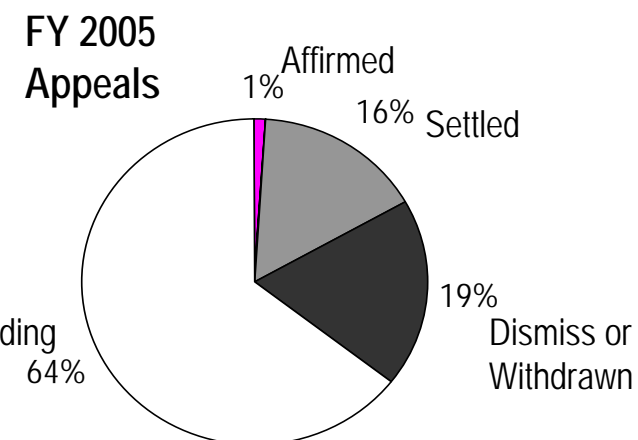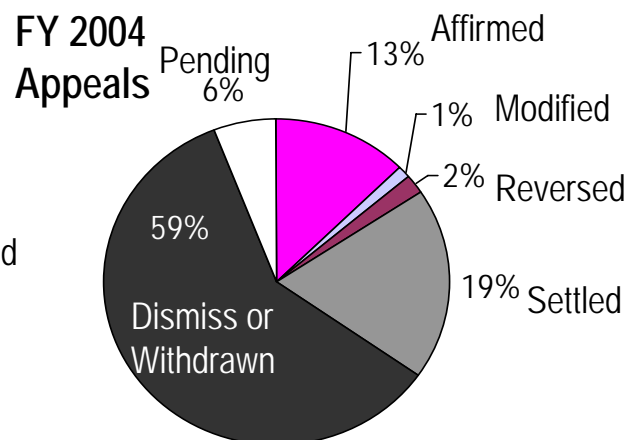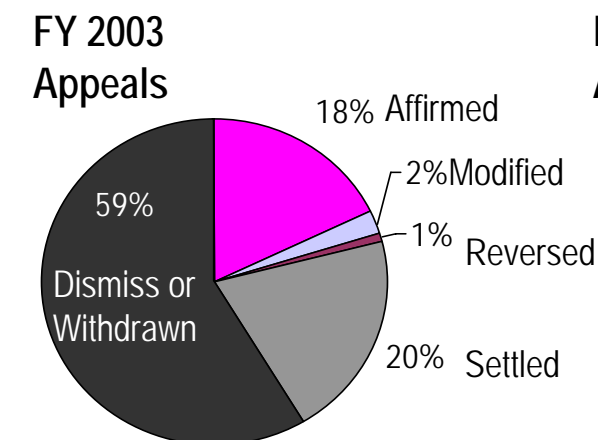
FY 2003
Actions Taken: 250 | 55 | 176 | 151 — 632
Appeals: 93 | 35 | 40 | 47

FY 2004
Actions Taken: 272 | 54 | 162 | 149 — 637
Appeals: 112 | 41 | 46 | 53

FY 2005
Actions Taken: 274 | 54 | 158 | 137 — 623
Appeals: 87 | 37 | 37 | 43

Legend: ■ Dismissal ■ Demotion ■ Suspension ■ Salary Reduction

PLACEHOLDER SLIDE

This slide shows statewide numbers.

It is noted that the appeal process changed effective July 1, 2005. Disciplinary "appeals" now go through the grievance process(for represented employees). As such, the manner in which this data will be presented in the future will likely change. DOP will update template in Spring 2006.

FY 2003 Appeals
- 59% Dismiss or Withdrawn
- 18% Affirmed
- 2% Modified
- 1% Reversed
- 20% Settled

FY 2004 Appeals
- Pending 6%
- Affirmed 13%
- Modified 1%
- Reversed 2%
- Settled 19%
- 59% Dismiss or Withdrawn

FY 2005 Appeals
- Affirmed 1%
- Settled 16%
- 19% Dismiss or Withdrawn
- Pending 64%

Source: DOP Data Warehouse; Personnel Appeals Board

12

Ultimate Outcomes |

State has workforce breadth & depth for present & future success.

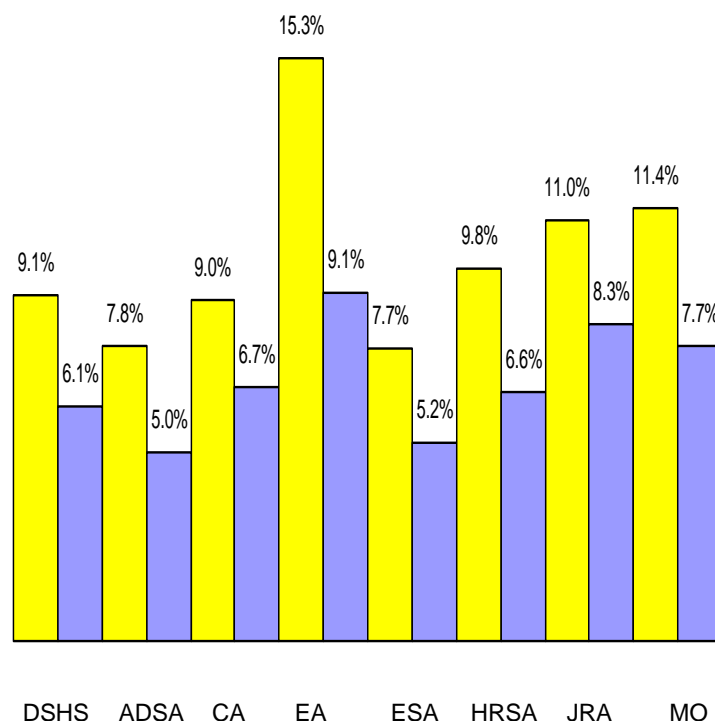**Employees are committed to the work they do and the goals of the organization.**

Successful, productive employees are retained.

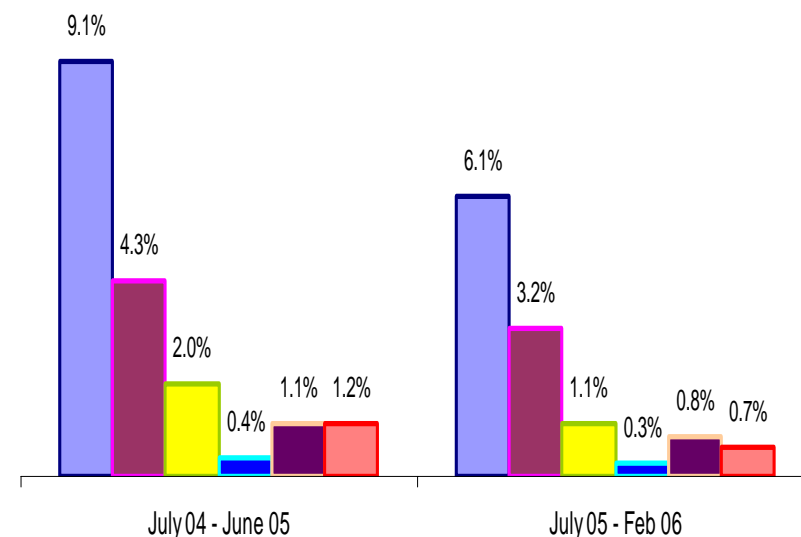## Performance Measure: Turnover rates and types

Turnover - DSHS
(Leaving the agency)

☐ FY05 ☐ FY06

Chart: Turnover - DSHS (Leaving the agency)

Category	FY05	FY06
DSHS	9.1%	6.1%
ADSA	7.8%	5.0%
CA	9.0%	6.7%
EA	15.3%	9.1%
ESA	7.7%	5.2%
HRSA	9.8%	6.6%
JRA	11.0%	8.3%
MO	11.4%	7.7%

DSHS Workforce Turnover Breakdown

☐ All Turnovers   ☐ Resignations
☐ Retirement   ☐ Dismissals
☐ Layoff/Deaths/Terminations/Separations   ☐ Transfers to Other Agencies

Chart: DSHS Workforce Turnover Breakdown

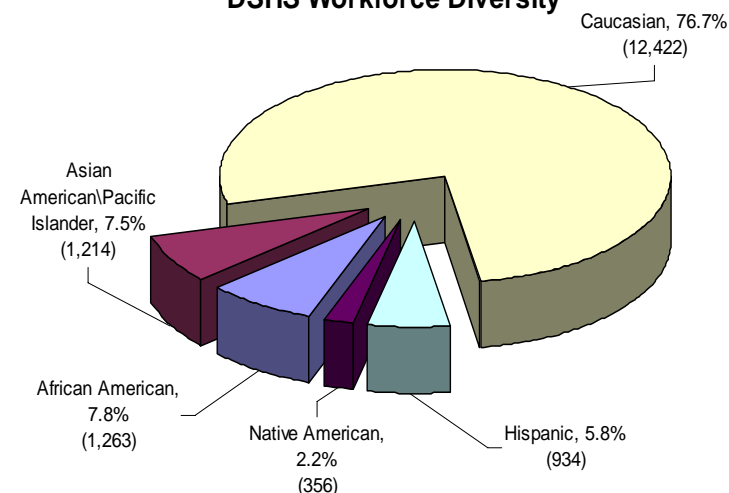|	July 04 - June 05	July 05 - Feb 06
All Turnovers	9.1%	6.1%
Resignations	4.3%	3.2%
Retirement	2.0%	1.1%
Dismissals	0.4%	0.3%
Layoff/Deaths/Terminations/Separations	1.1%	0.8%
Transfers to Other Agencies	1.2%	0.7%

Source: DOP Data Warehouse

13

Performance Measure: Workforce Diversity and Turnover

Protected Group	Total State Gov. Workforce	DSHS Total Workforce	DSHS Turnover
Women	52.0%	65.5%	64.4%
Persons with disabilities	5.2%	6.2%	6.0%
Viet Nam Veterans	7.3%	6.1%	6.0%
Disabled Veterans	1.3%	1.1%	.8%
Persons over 40	73.1%	73.8%	64.4%
People of Color	17.6%	23.3%	22.6%

Date of Data for Total Workforce: February 28, 2006
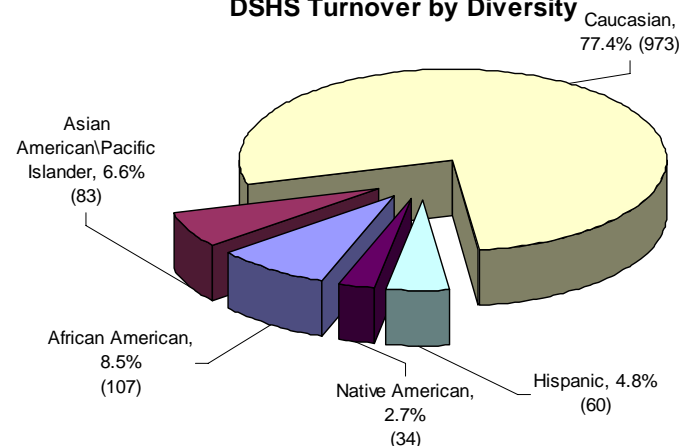*Turnover Data: July 2005 - February 2006*

DSHS Workforce Diversity

Caucasian, 76.7% (12,422)

Asian American\Pacific Islander, 7.5% (1,214)

African American, 7.8% (1,263)

Native American, 2.2% (356)

Hispanic, 5.8% (934)

State Government Workforce Diversity

Caucasian, 82.4%

Asian American\Pacific Islander, 6.2%

African American, 5.0%

Native American, 2.0%

Hispanic, 4.4%
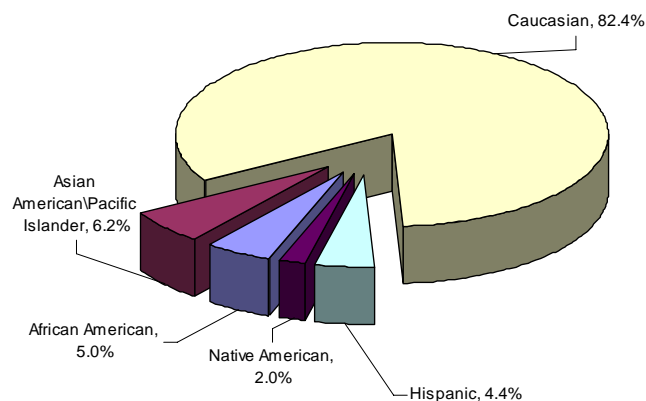
DSHS Turnover by Diversity

Caucasian, 77.4% (973)

Asian American\Pacific Islander, 6.6% (83)

African American, 8.5% (107)

Native American, 2.7% (34)

Hispanic, 4.8% (60)

Source: DOP Data Warehouse

14
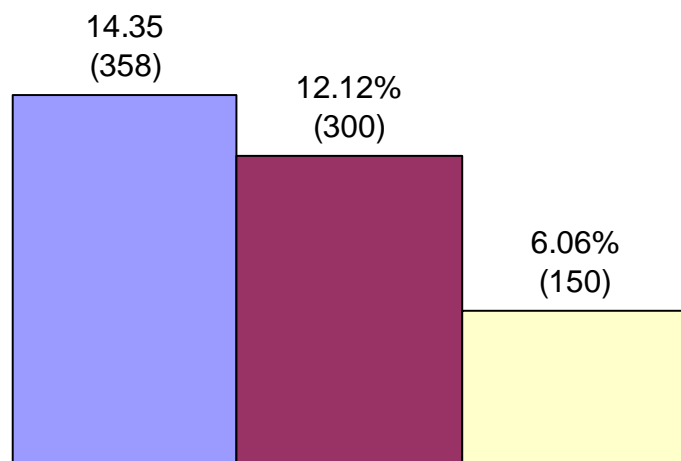
Performance Measure: Turnover rate of key occupational categories

Workforce Key Occupational Categories

Social Workers Turnover – DSHS
(Leaving the agency)

- ☐ FY05
- ☐ FY06 Projected
- ☐ FY06 Actual through Feb 06

14.35
(358)

12.12%
(300)

6.06%
(150)

DSHS Social Workers Turnover Breakdown

- ☐ Resignations
- ☐ Dismissals
- ☐ Transfers to Other Agencies
- ☐ Retirement
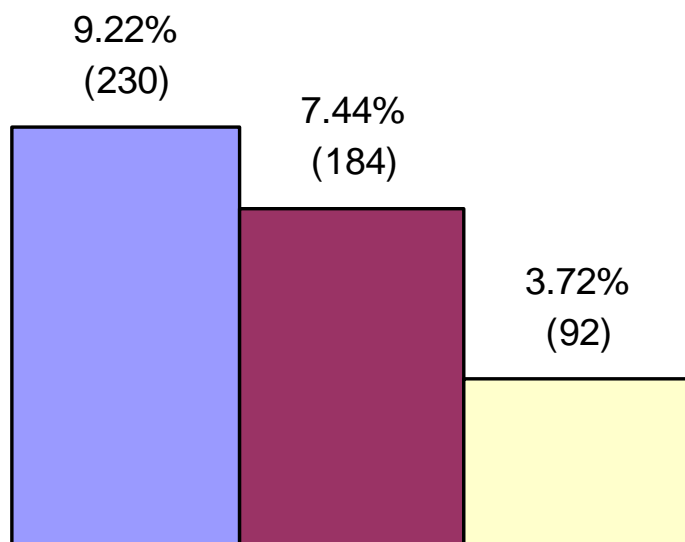- ☐ Layoff/Deaths/Terminations/Separations

July 04 - June 05
- 7.69%
- 3.93%
- 1.08%
- 0.96%
- 0.68%

July 05 - Feb 06
- 3.23%
- 1.45%
- 0.57%
- 0.44%
- 0.36%

Source: DOP Data Warehouse
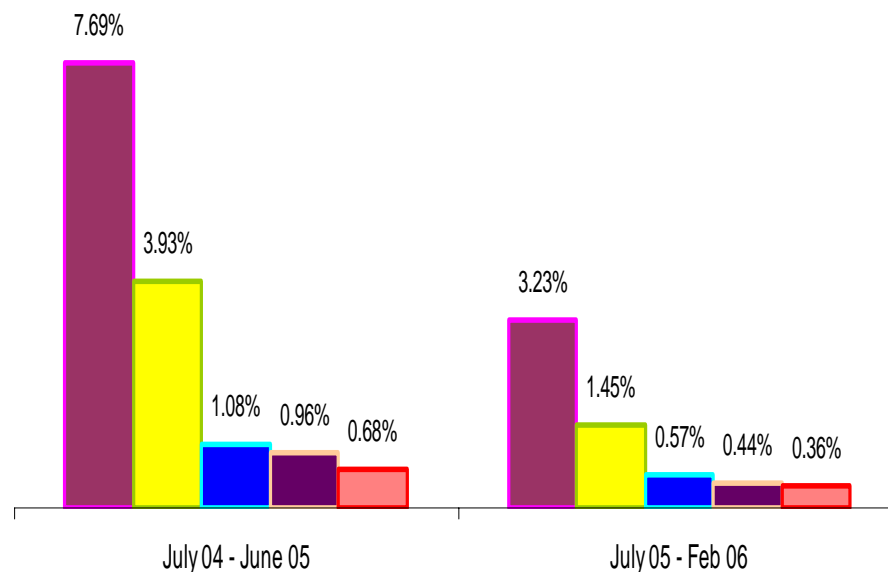
Ultimate Outcomes | continued

Performance Measure: Turnover rate of key occupational categories

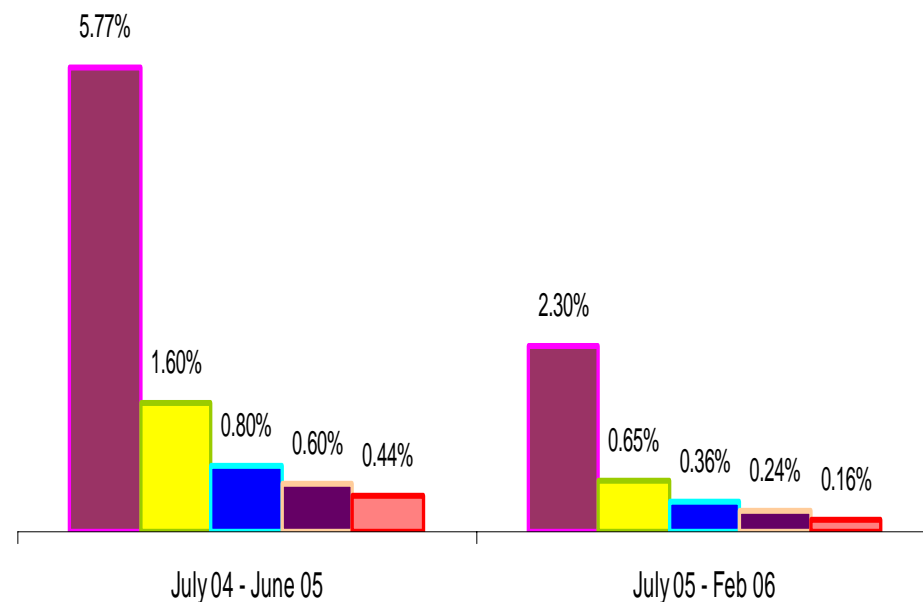## Workforce key occupational categories

Children's Social Workers Turnover
(Leaving the agency)

- ☐ FY05
- ☐ FY06 Projected
- ☐ FY06 Actual through Feb 06

Children's DSHS Social Workers Turnover Breakdown

- ☐ Resignations
- ☐ Dismissals
- ☐ Transfers to Other Agencies
- ☐ Retirement
- ☐ Layoff/Deaths/Terminations/Separations

9.22%
(230)

7.44%
(184)

3.72%
(92)

5.77%

1.60%

0.80%

0.60%

0.44%

2.30%

0.65%

0.36%

0.24%

0.16%

July 04 - June 05

July 05 - Feb 06

Source: DOP Data Warehouse

Ultimate Outcomes | continued

Performance Measure: Turnover rate of key occupational categories

Workforce key occupational categories

Juvenile Rehab Turnover
(Leaving the agency)

- ☐ FY05
- ☐ FY06 Projected
- ☐ FY06 Actual through Feb 06

18.32%
(158)

10.84%
(94)

9.16%
(79)

DSHS Juv Rehab Turnover Breakdown

- ■ Resignations
- ■ Dismissals
- ■ Transfers to Other Agencies
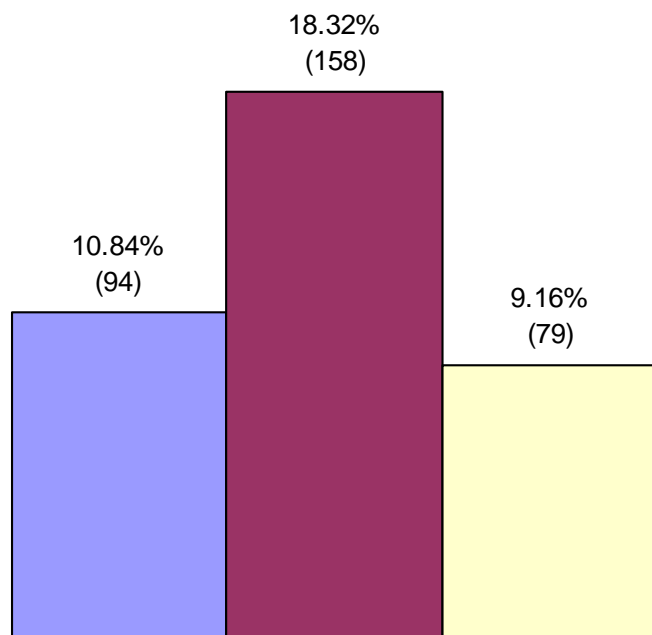- ■ Retirement
- ■ Layoff/Deaths/Terminations/Separations

6.34%

0.58%   0.81%   1.15%   1.96%

5.68%

1.04%   0.46%   1.04%   0.93%

July 04 - June 05

July 05 - Feb 06

Source: DOP Data Warehouse

17
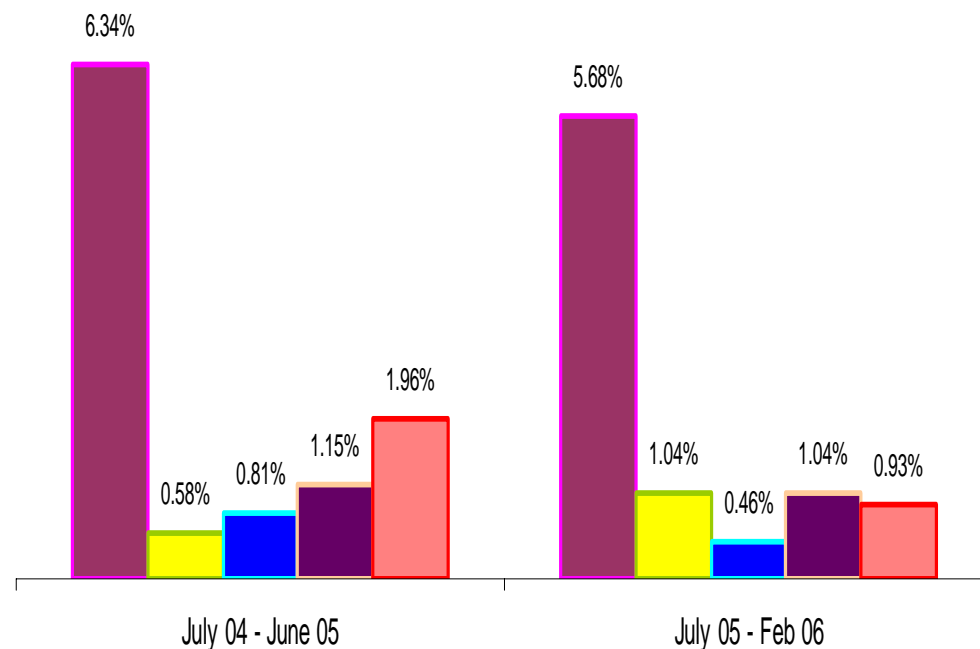
Performance Measure: Turnover rate of key occupational categories

Workforce key occupational categories

Nurses Turnover – DSHS
(Leaving the agency)

- ■ FY05
- ■ FY06 Projected
- □ FY06 Actual through Feb 06

10.48%
(133)

10.04%
(88)

5.02%
(44)

DSHS Nurses Turnover Breakdown

- ■ Resignations
- ■ Dismissals
- ■ Transfers to Other Agencies
- □ Retirement
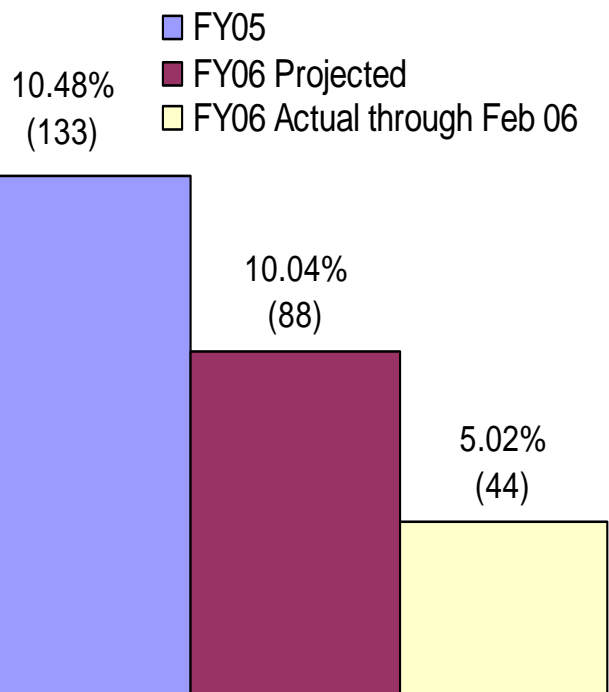- ■ Layoff/Deaths/Terminations/Separations

6.62%

1.65%

0.32%

1.10%

0.79%

3.20%

0.68%

0.00%

0.46%

0.68%

July 04 - June 05

July 05 - Feb 06

Source: DOP Data Warehouse

18
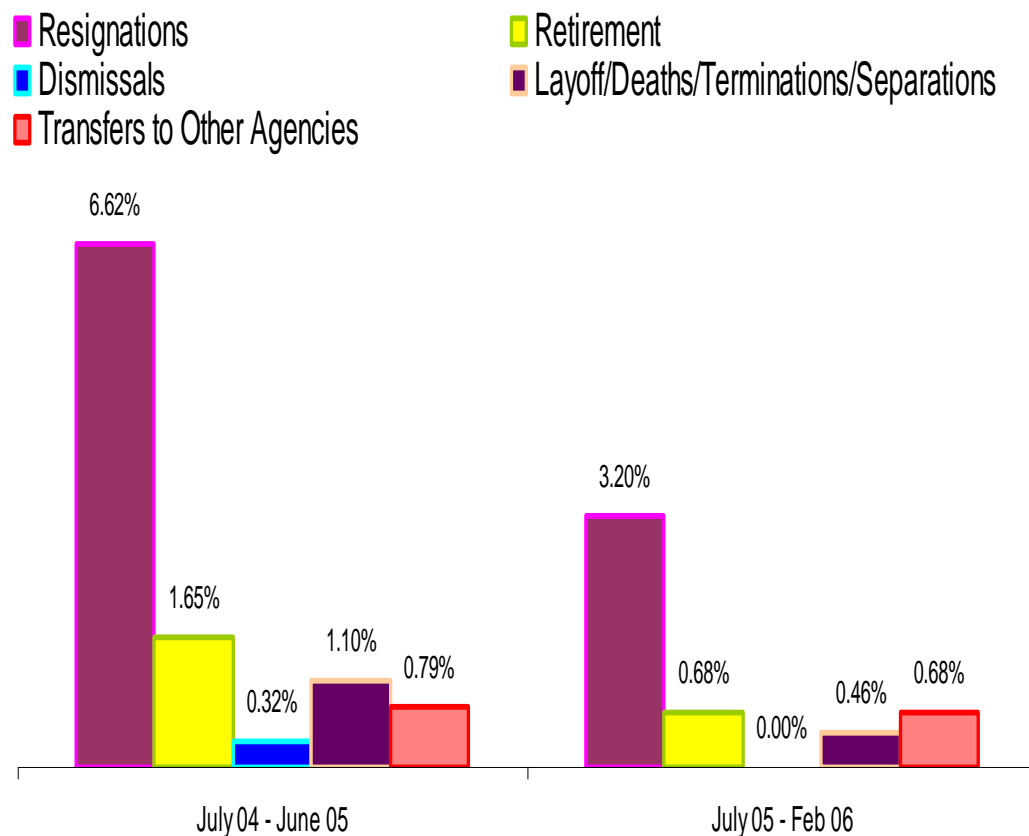
Action Steps |

MEASURE	ACTION PLAN
Percent of employees with current position /competencies descriptions	Data collection with each administration. Lead = HRD Due = 4-15-06
Percent of supervisors with current performance expectations for workforce management	Secretary has sent memo to supervisory staff about performance expectations. Lead = HRD Due = 3-23-06
Percent of employees with current performance expectations	Work group identified. Working on definitions and method for tracking. Lead = HRD Due = 5-31-06
Percent of employees with current individual development plans	Work group identified. Working on definitions and method for tracking. Lead = HRD Due = 5-31-06
Percent of employees with current performance evaluations	Work group identified. Working on definitions and method for tracking. Lead = HRD Due = 5-31-06
Employee Survey ratings	Each program will develop improvement plans. Lead = Administrations Due = 7-25-06